

INTERNATIONAL PROJECT MANAGEMENT

Course code	GRAL005
Level of studies	Graduate
Number of credits	6; 36 hours of class work, 124 hours of self-study, 2 hours of consultation
Course coordinator (title and name)	Prof. Inga Minelgaitė-Antanavičienė, PhD, ingmin@faculty.ism.lt Prof. Saulius Šimkonis, Saulius.Simkonis@ism.lt
Prerequisites	Undergraduate diploma
Language of instruction	English

THE AIM OF THE COURSE:

The 4th industrial revolution, the global COVID pandemic, and global digitalization are all reshaping project management. The hybrid or remote work model has become the new normal, processes are getting more agile, and usage of digital project management tools is increasing. All of these factors are shifting the focus from technical methodologies to behavioural project management skills. The purpose of this course is to present the essential technical background as well as to address the soft skills required to successfully launch and lead a project. The theoretical and technical foundation of project management will cover project management from initiation to closure, including various perspectives like Watterfall and Agile. Lectures, exercises, and workshops are used to deliver the knowledge.

LEARNING OUTCOMES

Course learning outcomes (CLO)	Study methods	Assessment methods
CLO1. Demonstrate and apply critical understanding of the international project management knowledge and application	Interactive class and group discussions, simulation, workshops.	Assignment 2
CLO2. Gain skills how to analyse project management processes and identify areas for improvement, in alignment with the company's global strategy	Business case analysis: theoretical framework development, relevant scientific research examination	Assignment 1 Assignment 3
CLO3. Students get to know and experience contemporary project management methods designed for rapidly changing environments and for contexts driven by digitalization	Workshops, Business cases in groups and class discussion	Assignment 1 Assignment 3
CLO4. To provide a critical overview of different project management methodologies and understand their applications according to different contexts	Workshops, group discussions, and participation in class and group projects, undertaking team leadership responsibilities and accountability for the team performance.	Assignment 1 Assignment 3
CLO5. Develop personal and professional abilities, critical thinking, and organisational skills.	Critical evaluation of the theories and group members' opinion, management of complicated social situations during business case analysis discussions.	Demonstration of professional behaviour, organisational and critical thinking during the class and group discussions.

ACADEMIC HONESTY AND INTEGRITY

The ISM University of Management and Economics Code of Ethics, including cheating and plagiarism are fully applicable and will be strictly enforced in the course. Academic dishonesty and cheating can and will lead to a report to the ISM Committee of Ethics. With regard to remote learning, ISM reminds students that they are expected to adhere and maintain the same academic honesty and integrity that they would in a classroom setting.

COURSE OUTLINE

Topic	Lecturer	In-class hours	Readings (before the class)
Course introduction. Introduction to project management. Change management: Core concepts. Project lifecycle. Change management and project as change.	<i>Prof. Inga Minelgaitė-Antanavičienė</i>	3	<u>Film „Moneyball“ (2011).</u> https://www.imdb.com/title/tt1210166/ Ram, J. (2021). Is it the time for 'change management' to change? https://www.ipma.world/is-it-the-time-for-change-management-to-change/
Project initiation: OPM. Business case and company strategy. Project scope and charter. WBS.	<i>Prof. Inga Minelgaitė-Antanavičienė</i>	3	Müller, R., Drouin, N., & Sankaran, S. (2019). Organizational Project Management: Theory and Implementation. Edward Elgar Publishing. (Chapter 2, Organizational philosophy). Porter, M. (2015). Aligning Strategy & Project Management, https://www.my-mooc.com/en/video/michael-porter-aligning-strategy-project-management-ec3b048b-31e4-4dc8-b91e-af91a5676a47
Beyond single-project management: Project programmes and portfolios. International project management.	<i>Prof. Inga Minelgaitė-Antanavičienė</i>	3	Oltmann, J. (2008). Project portfolio management: how to do the right projects at the right time. Paper presented at PMI® Global Congress 2008—North America, Denver, CO. Newtown Square, PA: Project Management Institute. Juhre, F. & Heinen, C. (2000). Managing international and cross-cultural projects. Paper presented at Project Management Institute Annual Seminars & Symposium, Houston, TX. Newtown Square, PA: Project Management Institute.
Project planning: Estimation techniques. Project time Management. Critical Path Method (CPM). The most common software tools.	<i>Prof. Saulius Šimkonis</i>	3	A.Nieto-Rodriguez, R.V. Vargas (2023). How AI Will Transform Project Management. https://hbr.org/2023/02/how-ai-will-transform-project-management
Project execution and risk management: Risks identification, analysis and response strategies. Project assumptions.	<i>Prof. Saulius Šimkonis</i>	3	Norris, P. (2003). Risk Management in Projects. In CIB TG 23 International Conference. Jędrusik. (2024). Project Risk Management Based on Known Project Management Methodologies

Resource management and status reporting: Dealing with operational aspects of project resource management. Resource sharing and multitasking in projects. Project KPIs and status reporting.	<i>Prof. Saulius Šimkonis</i>	3	Maylor, H., Geraldi, J., Budzier, A., Turner, N., & Johnson, M. (2023). Mind the gap: Towards performance measurement beyond a plan-execute logic. <i>International Journal of Project Management</i> , 41(4), 102467. https://wrap.warwick.ac.uk/id/eprint/176315/1/WRAP-mind-the-gap-towards-performance-measurement-beyond-plan-execute-logic-Johnson-2023.pdf
Agile and beyond: Principles of Agile (and post-agile) philosophy and its application in organisational settings.	<i>Prof. Inga Minelgaitė-Antanavičienė</i> <i>Guest lecturer: Ornela Vasiliauskaitė (Vinted)</i>	3	White, K. R. J. (2008). Agile project management: a mandate for the changing business environment. Paper presented at PMI® Global Congress 2008—North America, Denver, CO. Newtown Square, PA: Project Management Institute., https://www.pmi.org/learning/library/agile-project-management-mandate-changing-requirements-7043 McLachlan, D. (2022). AGILE versus WATERFALL Project Plans, https://www.youtube.com/watch?v=3KqjfqN2fE
Stakeholder management and project closure: Lessons learned and retrospectives. Closure procedures. Feedback gathering. Project stakeholder management.	<i>Prof. Inga Minelgaitė-Antanavičienė</i>	3	Porter, A. (2022). Lessons Learned from Lessons Learned, https://www.projectmanagement.com/blog-post/73046/lessons-learned-from-lessons-learned Weaver, P. (2026). Stakeholder Management Strategies for Project Managers in 2026, https://instituteofprojectmanagement.com/au/blog/what-is-stakeholder-management/
Presentations: Project management consultancy project. Course wrap up.	<i>Prof. Inga Minelgaitė-Antanavičienė</i>	3	Bucero, A. (2014). How to develop your sales skills for project success. Paper presented at PMI® Global Congress 2014—EMEA, Dubai, United Arab Emirates. Newtown Square, PA: Project Management Institute. https://www.pmi.org/learning/library/develop-sales-skills-project-success-1409 Clayton, M. (2025). Data Analytics & AI: The Future of Project Management with Martin Paver, https://www.youtube.com/watch?v=CruJXqtcjHU
		Total: 27 hours	

FINAL GRADE COMPOSITION

Type of assignment	Self-study hours	% of the total grade
Project management consultancy project	40	40%
Test	30	30%
TEDx-style presentation	30	30%

Total:	124	100
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DESCRIPTION AND GRADING CRITERIA OF EACH ASSIGNMENT

Assessment 1. Project management consultancy project. Students will work in groups as consultants for an assigned or self-selected organization. The objective is to analyze a real organizational and develop main project parameters. A detailed description of the assignment and template of ppt is available on the e-learning platform. Deliverables: a) PowerPoint presentation (PPT file), submission deadline: 2 December, 17:00 (to be sent to Inga.Minelgaite@ism.lt); b) In-class presentation, deadline: 2 December, 18:00–21:00.

All group members are expected to contribute to both the written presentation materials and the in-class presentation..

Assessment 2. Test.

The test consists of 10–15 closed-ended questions designed to assess students' understanding and retention of the course material. It will take place on 30 November at the beginning of the class.

Assessment 3. TEDx-style presentation. Students will work in groups to prepare a TEDx-style presentation on an organizational challenge they have observed or are currently observing in practice. The presentation should communicate a clear, engaging, and original argument supported by evidence from 3–5 academic and/or industry sources. The goal is to present a compelling idea in a style that is informative, thought-provoking, and accessible to a broad audience. Recommended submission date: 27–28 November, Final deadline: 4 December. Submission method: email to Inga.Minelgaite@ism.lt

Deliverable: A presentation file (PowerPoint or equivalent) containing the presentation visuals and audio/video recording of the presentation.

RETAKE POLICY

Re-take. There are no retakes for the Consultancy project, test, and TEDx-style presentation.

ADDITIONAL REMARKS

Students are expected to:

- Attend class and engage in discussions.
- Complete the readings before attending the lectures.
- Work constructively in groups

After reading a text you should be able to account for:

- The author's argumentation and viewpoints.
- The structure and composition of the text.
- The school of thought to which the author pledges allegiance and the position of the text vis-à-vis the rest of the curriculum.

You should also think about:

- How might the issues raised be reflected on real-life situations that you've experienced?
- What do you find interesting, useful or frustrating about the text?
- What would you like to have clarified or explained?
- What are the limitations of the theories, tools and methods that you just learned?

REQUIRED READINGS

1. Project Management Institute (2016). Guide to the Project Management Body of Knowledge (PMBOK® Guide) – 6th Edition. Pennsylvania: PMI. ISBN: 9781935589679
2. Project Management Institute (2016). Agile Practice Guide. Pennsylvania: PMI
3. Chesbrough H.W, Apruzzese S.J., Mata M.O. (2016) Telefonica: A Lean Elephant. HBS No. B5863. Harvard Business School Publishing
4. A.Nieto-Rodriguez, R.V. Vargas (2023). How AI Will Transform Project Management.
5. Rigby D.K., Sutherland J., Takeuchi H (2016) Embracing Agile. *Harvard Business Review*, 94(5), pp. 41-50.
6. Mahadevan D. (2017) ING's agile transformation: Two senior executives from the Dutch bank describe their recent journey. Mckinsey Quarterly. Available: <https://www.mckinsey.com/industries/financial-services/our-insights/ings-agile-transformation>

7. Schwaber K. and Sutherland J. (2020) The Definitive Guide to Scrum: The Rules of the Game. Available: <https://scrumguides.org/docs/scrumguide/v2020/2020-Scrum-Guide-US.pdf#zoom=100>
8. Harvard Business review (2012). HBR Guide to Project Management. Harvard Business Press.
9. Kniberg H., Ivarsson A. (2012) Scaling Agile @ Spotify with Tribes, Squads, Chapters & Guilds. Available: <https://blog.crisp.se/wp-content/uploads/2012/11/SpotifyScaling.pdf>
10. M.Špundak (2014). Mixed Agile/Traditional Project Management Methodology – Reality or Illusion?
11. Harvard Business review (2005) The Hard Side of Change Management. Harvard Business Press.
12. Artto, K., Kujala, J., Dietrich, P., & Martinsuo, M. (2008). What is project strategy?. International Journal of Project Management, 26(1), 4-12.
13. Thesing, T., Feldmann, C., & Burchardt, M. (2021). Agile versus waterfall project management: decision model for selecting the appropriate approach to a project. *Procedia Computer Science*, 181, 746-756
14. Imam, H., & Zaheer, M. K. (2021). Shared leadership and project success: The roles of knowledge sharing, cohesion and trust in the team. International journal of project management, 39(5), 463-473.
15. Whyte, J., Naderpajouh, N., Clegg, S., Matous, P., Pollack, J., & Crawford, L. (2022). Project leadership: A research agenda for a changing world. Project Leadership and Society, 3, 100044.

ADDITIONAL READINGS

1. Larson E.W. and Gray C.F. (2018). Project Management The Managerial Process. 7th edition. McGraw-Hill.
2. Aghina W., Ahlback K., Smet A.D., Lackey G., Lurie M., Murarka M., Handscomb C. (2018) The 5 Trademarks of Agile Organizations. McKinsey & Company. Available: <https://www.mckinsey.com/business-functions/organization/our-insights/the-five-trademarks-of-agile-organizations>
3. Mike Griffiths. (2018) PMI-ACP Exam Prep, Updated Second Edition: A Course in a Book for Passing the PMI Agile Certified Practitioner (PMI-ACP) Exam Updated Second Edition. RMC Publications, Inc.
4. PMI Agile Certified Practitioner (PMI-ACP) Handbook (2020). Project Management Institute, Inc.
5. Takeuchi, H. and Nonaka, I. (1986) The New New Product Development Game. Harvard Business Review, 64, 137-146.
6. Harvard Business review (2012). Managing risks: A new framework. Harvard Business Press.
7. Flyvbjerg, B., & Gardner, D. (2023). How big things get done: the surprising factors that determine the fate of every project, from home renovations to space exploration and everything in between. Crown Currency.
8. Norris, P. (2003). Risk Management in Projects. In *CIB TG 23 International Conference*.
9. Project Risk Management Based on Known Project Management Methodologies (Jędrusik, 2024)

*The readings will be provided on e-learning platform.

DEGREE LEVEL LEARNING OBJECTIVES

Competency goals and learning objectives for Master of Business Management

Programmes:

Global Leadership and Strategy

Innovation and Technology Management

International Marketing and Management

Competency Goal	Learning Objectives
Students will demonstrate advanced disciplinary knowledge.	LO1.1. Students will demonstrate advanced discipline knowledge through the independent development of a Master's thesis, showing a deep understanding and appropriate application of theories, concepts, and methods relevant to their field of study.
Students will be digitally competent.	LO 2.1. Students will demonstrate digital agility competencies by selecting and applying appropriate tools, platforms or technologies, integrating digital insights into business decision-making, and adapting digital approaches in response to evolving project requirements and contextual changes.
Students will be critical thinkers	LO3.1. Students will be able to define the business problem and develop innovative solutions
	LO3.2. Students will be able to demonstrate critical thinking in problem solving
Students will be independent learners	LO4.1. Students will become independent learners and develop their own comprehension of scientific theories, models, and concepts.
Students will be socially responsible leaders	LO5.1. Students will be able to evaluate past and current practices in their discipline from an ethical perspective.
Students will be effective communicators	LO6.1. Students will develop and deliver a coherent oral presentation
	LO6.2. Students will develop and deliver a coherent written research paper

Competency goals and learning objectives for the Master of Social Science

Programmes:

Financial Economics

Competency Goal	Learning Objective
Students will demonstrate advanced disciplinary knowledge.	LO1.1. Students will demonstrate advanced discipline knowledge through the independent development of a Master's thesis, showing a deep understanding and appropriate application of theories, concepts, and methods relevant to their field of study.
Students will be digitally competent.	LO 2.1. Students will demonstrate digital agility competencies by selecting and applying appropriate tools, platforms or technologies, integrating digital insights into business decision-making, and adapting digital approaches in response to evolving project requirements and contextual changes.
Students will be critical thinkers	LO3.1. Students will be able to identify underlying assumptions, limitations of previous research; evaluate managerial solution alternatives.
Students will be independent learners	LO4.1. Students will become independent learners and develop their own comprehension of scientific theories, models, and concepts
Students will be socially responsible leaders	LO5.1. Students will be able to evaluate past and current practices in their discipline from an ethical perspective .
Students will be effective communicators	LO6.1. Students will develop and deliver a coherent oral presentation
	LO6.2. Students will develop and deliver a coherent written research paper